

## Presenter Symposium

### The Biodiversity Moonshot

*System thinking to co-create a biodiversity embedded future for companies*

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**Embedding business within biodiversity**

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**Understanding biodiversity impacts and dependencies: Measurement of an ambiguous goal.**

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**Innovation intermediaries in the new bioeconomy: Integrating translation, responsibility, and sustainable transitions.**

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**Biodiversity as if management theory mattered**

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**Public procurement as leverage for biodiversity protection**

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**Biodiversity: Taking an Interdisciplinarity Approach Seriously**

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**Biodiversity and land: towards a relational ontology**

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**Potential Sponsor Divisions:** Organizations and the Natural Environment (ONE);  
Technology and Innovation Management (TIM); Strategic Management (STR).

## OVERVIEW OF SYMPOSIUM

The detrimental consequences for general economic and social well-being as a result of biodiversity loss and the subsequent degradation of natural ecosystems are emerging as a wicked challenge that the whole societal and economic system must urgently faces (Boiral & Heras-Saizarbitoria, 2017a; Leclère et al., 2020; Macellari et al., 2018). The severity of the impacts of incremental biodiversity depletion calls for substantial and imperative action by all actors and in particular by companies and institutions (Panwar et al., 2022). Moreover, it is also pivotal an in-depth reflection that allows the management studies to develop as a scientific branch and to play its part in the fundamental transition to a biodiversity embedded future for companies. To further stimulate academic debate, this proposed Academy of Management Symposium aims to engage key leading scholars in rich discussions on how business and other institutional actors can contribute to this crucial challenge for both the planet and the management science.

The relationship between ecosystems and economic-social systems, in which companies are key players, is anchored in impact-dependence dynamics (Winn & Pogutz, 2013). Businesses impact the natural environment through the performance of their activities (i.e. waste production, pollutant emissions, etc.) and, at the same time, depend on its proper functioning and provision of ecosystem services to continue operating (Pogutz & Winn, 2016). In this view, companies are fully integrated with natural ecosystems and co-evolve with them (Hahn & Tampe, 2020). In accordance with the systems thinking on which sustainability is rooted (Bansal & Song, 2017; Hahn & Tampe, 2020), companies and nature should be regarded as integral and interdependent parts of the same social-ecological system, whereby a disruption in one necessarily entails a disruption in the other as well. This relationship, however, does not follow linear dynamics, thus making the social-ecological system a complex system (Holling, 2001; Luo & Montgomery, 2022), characterized by

continuous contradictions and conflicting tensions that companies must recognize and manage in order to establish a virtuous and co-creative partnership with nature aimed at ensuring lasting planetary health (Whitmee et al., 2015; Whiteman et al., 2013; Kim et al., 2019). Therefore, the precipitous decline of biodiversity poses crucial challenges for the sustainable development and economic survival of companies, which are called upon to provide concrete responses (Panwar et al., 2022; Williams & Shepherd, 2016). The -little- existing literature on the topic has mainly focused on the analysis of practices aimed at biodiversity protection implemented by companies belonging to industries directly impacting natural ecosystems (such as mining, forestry or energy) (Boiral & HerasSaizarbitoria, 2017b). However, as pointed out by Panwar et al. (2022), biodiversity loss is attributable to and involves a much wider range of industries and is, therefore, a general phenomenon affecting all value chains, confirming the systemic logic underlying the concept of sustainable development. Moreover, the apparent lack of short-term economic benefit for companies linked to the adoption of restorative or regenerative practices makes the relationship between business and biodiversity characterized by peculiar factors which merit further exploration.

This logic would justify an open collaborative approach to innovation that supports companies in managing ecosystems and developing business models that are accountable for conservation and restoration of biodiversity, so as to secure critical resources and meet the needs of local communities and international stakeholders (Chesbrough, 2003; Boiral & Heras-Saizarbitoria, 2017a). Thus, management studies should invest more in the search of models that explore the study of biodiversity as a driver of change (Winn & Pogutz 2013, Williams et. al, 2017). Great organizational and strategic challenges lie ahead, as well as new business windows and industrial dynamics that will require the redefinition of organizational competencies (George et al., 2016). Although governments and international institutions have recognized the urgency and need to invest in biodiversity protection and academic interest in

understanding the organizational, managerial and strategic dynamics that characterize corporate involvement in biodiversity conservation is growing, there are still few scholars in the management field who study and explore in depth this challenging and crucial issue for the future of our planet. The consequence is a marked mismatch in terms of the advancement of biodiversity research between the social sciences and natural sciences in favor of the latter. The purpose of this symposium is to develop emerging insights on new aspects and strategies relevant for companies to handle more effectively the necessary and fundamental transition towards a biodiversity embedded model, with a special emphasis on the role of technologies, organizational and strategic dynamics, managerial tools and systems, and business models. This symposium, therefore, aims to encourage discussions on how companies can manage their relationship with the natural environment so as not to destroy the very life-supporting foundations provided by biodiversity. To accomplish this purpose, we bring together distinguished scholars, providing a common ground for discussing their insights and most recent works on these topics, with the aim of setting up an updated and comprehensive research agenda.